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MEMORANDUM FOR: Executive Director Comptroller

SUBJECT

: Suitability of Employees for Overseas Service - Roles of the Overseas Candidate Review Panel and the Agent Panel

REFERENCES

- : (a) Memo dtd 5 June 1964 to DDGI fr IG, subj: Inspector General's Survey of the Office of Personnel (specifically Recommendations Nos. 6 and 13)
- (b) Memo dtd 8 Sep 1964 to DDGI fr A-DD/S, subj: Review of Cases of Employees Returned from Overseas Short of Completion of Tour
- (c) Memo dtd 4 Sep 1964 to DDGI fr DD/P, subj: Recommendations Nos. 6 and 13 of the Inspector General's Survey of the Office of Personnel
- (d) Memo dtd 5 Nov 1964 to ExDir-Compt fr DD/S, same subject

1. This memorandum contains a recommendation for your approval. Such recommendation is contained in paragraph 5.

2. I have carefully reviewed the referenced papers, particularly as they relate to Recommendations Nos. 6 and 13 of the Inspector General's Survey of the Office of Personnel dated 5 June 1964. I believe that it may be helpful to review the roles of the existing Agency mechanisms for coordinated evaluation of the suitability of Agency employees. Such a review is contained in the attached paper.

3. It seems clear to me that it was the intent of the Inspector General to strengthen the Agency's program for evaluating the suitability of all employees scheduled for overseas assignment by extending the existing program to include

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all personnel who have an employer-employee relationship with the Agency rather than limit it to staff employees and staff agents as is now the case. Further, I believe that it was his intent to ensure that post-mortems be conducted on all cases where employees are returned from their overseas assignments prior to the completion of a full tour of duty.

4. I concur in these objectives and for the reasons which I have explained orally to the Deputy Director for Plans, the Inspector General, and the Executive Director. Comptroller believe that these objectives can best be accomplished by assigning responsibility for the evaluation of suitability as follows: Overseas Candidate Review Panel--staff employees, staff agents, and Type A contract employees; Agent Panel (with appropriate assistance from the Support services)--career agents, contract agents, and consultants. However, in recognition of the responsibility of the Deputy Director for Plans for the supervision of all employees assigned overseas, the membership of the Overseas Candidate Review Panel should be expanded to include a single, senior member of the Clandestine Services who will be designated by the Deputy Director for Plans and will be particularly well-qualified to deal with the subject of suitability.

5. I recommend that Recommendations Nos. 6 and 13 of the Inspector General's Survey of the Office of Personnel dated 5 June 1964 be amended and approved as modified by paragraph 4 above.

/s/ L. K. White

L. K. White
Deputy Director
for Support

*See note on following page.

Att: Memo dtd 12 Nov 1964 to DD/S fr D/Pers,
subj: Recommendations Nos. 6 and 13 of
the Inspector General's Survey of the Office
of Personnel, w/atts

CONCUR:

Richard Helms
Deputy Director for Plans

Date

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CONCUR: (Continued)

(Signature)

30 DEC 1964

John S. Barman
Inspector General

Date

The recommendation contained in paragraph 5 is approved:

(signed) Lyman B. Kirkpatrick

31 DEC 1964

Lyman B. Kirkpatrick
Executive Director-Comptroller

Date

Distribution:

- 0 & 1 - D/Pers w/att
- 2 - DD/P w/att
- 1 - Chmn, Agent Panel w/att
- 1 - IG w/att
- 1 - RR w/att
- 2 - DD/S w/att (1 w/h)

*The DD/P has suggested, and I agree, it is not necessary that post-mortems be conducted in regard to those people who have returned prior to a completion of a full tour for approved operational or cover reasons. Also, the DD/P may determine that some staff agent cases are so sensitive that the review should be conducted by the Agent Panel. Such cases will be few in number and most of the staff agent reviews can be conducted by the Overseas Candidate Review Panel.

R. L. Bannerman

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TRANSMITTAL SLIP		DATE
TO: Inspector General <i>NS 1/4/65</i>		
ROOM NO. 7D49	BUILDING Headquarters	
REMARKS: <i>EJA W 1/6</i> <div style="border: 1px solid black; width: 150px; height: 30px; display: inline-block;"></div> <i>1/7</i>		
<i>7D49-OP Survey Folder</i>		
FROM: Deputy Director for Support		
ROOM NO. 7D26	BUILDING Headquarters	EXTENSION <div style="border: 1px solid black; width: 60px; height: 30px; display: inline-block;"></div>
<small>FORM NO. 241 1 FEB 55</small> <small>REPLACES FORM 36-8 WHICH MAY BE USED.</small> <small>GPO : 1957 (47)</small>		

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Approved For Release 2004/08/25 : CIA-RDP67-00134R000100080016-4 12 NOV 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Recommendations Nos. 6 and 13 of the Inspector General's Survey of the Office of Personnel

1. This memorandum is for your information with further reference to our discussion of subject recommendations and the comments of the Deputy Director for Plans regarding them.

2. I believe it may be helpful in placing this matter in perspective to review the roles of the existing Agency mechanisms for coordinated evaluation of the suitability of Agency employees. Such a review is contained in the attached paper.

3. I would like to emphasize again the point that the Applicant Review Panel, the Overseas Candidate Review Panel, and the Personnel Evaluation Board should be concerned with suitability determinations regarding staff employees and staff agents, as they are now, and regarding Type A contract employees as well. Some of the principal reasons for this position are as follows:

a. The Director of Personnel has been delegated legal authority for the appointment of Agency employees whether by excepted appointment action or by contract. In this connection, he has also been assigned authority and responsibility for making suitability determinations.

b. While for a variety of reasons, the Director of Personnel does not review the suitability of personnel in most contract categories, the staff-nature of the duties and clearance of Type A contract employees warrants the same suitability consideration at Agency level for this category as for staff personnel.

c. The responsibility of the Director of Personnel for determining the suitability of individuals for retention in Agency employment is no less important than his responsibility for making such determinations for initial employment.

4. In view of the above, I urge that the proposal that staff agents be removed from the cognizance of the Agency mechanisms for suitability determinations not be approved and, moreover, that Type A contract employees be brought within the cognizance of these mechanisms.

5. Regarding the extension of the "post mortem" of cases in which an employee is returned short of completion of his tour overseas, I believe that such review is appropriately conducted by the Overseas Candidate Review Panel. The Panel thus has an opportunity to determine whether their original judgment in the case was in error and to improve their effectiveness in reviewing future cases involving proposed overseas assignments. Questions which the Panel should raise during its review include the following:

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SUBJECT: Recommendations Nos. 6 and 13 of the Inspector General's Survey
of the Office of Personnel

a. What deficiencies (if any) did the Panel fail to detect in this individual? How can the screening process be improved to identify these in future cases?

b. What effect should this particular incident have on the possible future use of the individual overseas?

c. Are the circumstances of this incident such that the Personnel Evaluation Board should consider the individual's suitability for continued Agency employment?

6. Finally, I would like to state again the view that suitability determinations are Agency determinations which should be made at Agency level. After giving due weight to the significance of an employee's contribution in his career field and to operational factors which may be involved, questions of suitability must be determined on the basis of the Agency's overall interest without the risk of prejudice based on narrower considerations.



Emmett D. Echols
Director of Personnel

Attachment: A/S

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ATTACHMENT

MEMORANDUM FOR THE RECORD

SUBJECT: Respective Roles of Applicant Review Panel, Overseas Candidate Review Panel and Personnel Evaluation Board

1. The attachments hereto set forth for each of the administrative mechanisms mentioned above the history, purpose, membership and modus operandi. Some statistical information is also included. It is obvious from a reading of the attachments that all three of these mechanisms have been in existence for substantial periods of time and have demonstrated their usefulness to the Agency. Although these three groups have several points in common, one of the most important relates to their reviewing employee suitability questions from an Agency, as distinguished from a Career Service, point of view.

2. The Applicant Review Panel is a convenient mechanism whereby the DD/S components involved in such matters pool their suitability information on applicants for employment, with a view to reaching a judgment as to whether there is something in an individual's record relating to suitability which should be brought to the attention of the Director of Personnel before a final decision on employment is made. In most instances the information of concern to the Panel is of such a confidential or sensitive nature that any disclosure outside of the Panel itself might be prejudicial to a career with the Agency even if the Panel recommended employment without any reservations whatsoever.

3. The Personnel Evaluation Board, which is the lineal descendant of the former Agency Disposition Board established in 1953, has also performed a very useful service to the Agency in considering and advising the Director of

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SUBJECT: Respective Roles of Applicant Review Panel, Overseas Candidate Review Panel and Personnel Evaluation Board

Personnel regarding the disposition of some of the Agency's most difficult suitability cases. From its inception, it has been customary for a representative of the Career Service concerned to participate in the deliberations of the Board, not only to assure that all pertinent information is brought to bear before a final decision is made in a particular case, but also to assure that the Career Service is aware of pertinent medical, security and other information which impels the Board and the Director of Personnel to decide upon a particular course of action. In the final analysis, the Personnel Evaluation Board is concerned with the question of tenure with the Agency, and its deliberations not only have a bearing on whether the individual must leave the Agency, but also on the manner in which the case is disposed of, thereby affecting the interests of all parties concerned, possibly for a period of years following the departure of the individual from the rolls.

4. In the case of the Overseas Candidate Review Panel, the central question before the group is not whether the individual employee shall suffer a loss of employment, but simply whether, on the basis of all available information, he or his dependents are suitable for a particular overseas assignment. This involves several implications which should be clearly understood: first, the Overseas Candidate Review Panel does not select people for overseas assignment, nor does it have anything to say as to whether a particular candidate is the right person to send on a particular assignment. The Panel is concerned solely with the question of general suitability of a candidate selected by his own Career Service for overseas assignment, as this may be influenced by con-

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SUBJECT: Respective Roles of Applicant Review Panel, Overseas Candidate
Review Panel and Personnel Evaluation Board

Confidential information on the individual or his dependents available to the Office of Personnel, the Office of Security, or the Medical Staff. Another important implication derives from the fact that the Panel, in advising the Director of Personnel as to an individual's suitability for a particular overseas assignment, is in most cases not raising the question of the individual's employment with this Agency. Therefore, some of the information considered by the Panel may be of such a sensitive or confidential nature that its divulgence to other than Panel members might have an adverse affect on the individual's future career even though the Panel decided to interpose no objection to the proposed assignment. Another fairly obvious implication in regard to the functioning of the Overseas Candidate Review Panel involves the importance of reviewing from an Agency viewpoint those cases resulting in non-completion of overseas tour. The records of the Office of Personnel show very clearly that there have been too many such cases, and although it is impossible to say that all or even most of these unsuccessful assignments could have been prevented by closer Overseas Panel review, these are clearly matters of Agency interest, and not solely Career Service interest. It is primarily for this reason that the "post-mortem" procedure was developed, and its extension recommended by the Inspector General.

5. From a procedural standpoint, it should be emphasized that any suitability question identified by the Overseas Candidate Review Panel in a particular case is first brought to the attention of the Director of Personnel, and if in his judgment the question is of sufficient moment, it is then presented to the Head of the Career Service concerned or to a responsible representative of that

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SUBJECT: Respective Roles of Applicant Review Panel, Overseas Candidate Review Panel and Personnel Evaluation Board

Career Service: This is done on the basis of the Director of Personnel providing staff assistance in a very important area of Agency personnel management to the Heads of Career Services. In no case to date has the Director of Personnel attempted to block a proposed overseas assignment if the Head of the Career Service, after considering the suitability information presented to him, decided that on balance it was in the Agency's interest to proceed with the assignment and to accept whatever risks were entailed thereby.

6. Finally, it is appropriate to note that on the basis of a rather careful review of the functions of the Overseas Candidate Review Panel, the Inspector General recently moved to strengthen this Panel in order to make it a more effective instrument of Agency personnel administration. It is believed correct to state that it was the intent of the Inspector General that the Panel should continue reviewing at least the personnel categories it has been reviewing; namely, staff employees and staff agents. It was pointed out to the Inspector that other personnel categories involve special considerations which raise questions of feasibility with regard to Panel review, and that perhaps other arrangements could and should be made to deal with these other categories. The Inspector General has also endorsed the concept of the Panel "post-mortem" primarily to assure that anything that can be learned from an overseas case which turns out unsuccessfully is applied through an Agency mechanism to future cases.

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TAB A

APPLICANT REVIEW PANEL

I History

The original "Applicant Review Panel" was established 15 July 1953 by the Deputy Director (Support) and was called the Medical-Security-Personnel Panel. The operations of this Panel were reviewed in late 1961 and the directive was up-dated and reissued as of 22 January 1962. The directive is from the Deputy Director (Support) to the Director of Personnel, Director of Security, Director of Training, and Chief, Medical Staff. As of that time the name of the Panel was changed to Applicant Review Panel.

II Purpose

The current purpose of the Applicant Review Panel is set forth in the following statements from the governing directive: "It is imperative that the Offices of the Deputy Director (Support) which participate in applicant processing activities properly fulfill their responsibilities for ensuring effective selection procedures. It is important that information which may lead to the decision that an individual applicant is not suitable for appointment be pooled and co-ordinated among these offices and subjected to systematic evaluation before a decision affecting appointment is made. The type of information referred to is information relating to an individual's suitability for Agency employment incidental to that normally developed by a support component to enable it to apply the employment standards for which it has primary responsibility. Such information may not, of itself, justify a decision to reject an applicant or to separate a provisionally cleared appointee. However, it may acquire

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significance when related to information developed by other support components."

III Membership

The Applicant Review Panel consists of representatives designated by the Director of Personnel, Director of Security, and Chief, Medical Staff. These offices are responsible for presenting pertinent information to the Panel. The Chief, Assessment and Evaluation Staff, Medical Staff, is responsible for bringing to the attention of the Panel information developed by that Staff concerning the intellectual capacities, aptitudes, or personality characteristics of an individual under consideration. The representative of the Director of Personnel serves as the Chairman. The Panel meets weekly, and the Special Activities Staff, Office of Personnel, provides the necessary support.

IV Modus Operandi

In connection with its consideration of a case, the Panel recommends continued processing, further review by one of the support offices concerned, or cancellation of further processing on suitability grounds. In the latter contingency, the Chairman of the Panel makes a report and recommendation to the Director of Personnel whose decision is usually final. In certain non-clerical cases, the Director of Personnel, if he deems it appropriate, may consult with the Head of the Career Service concerned before a final decision on the cancellation processing is made.

V Statistics

For the first 10 months of calendar year 1964, the Applicant Review Panel considered cases, approving of these cases and rejecting

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or suggesting the withdrawal of ☐ Of the total number of cases,
approximately ☐ were temporarily deferred for further review by one
or more of the support offices.

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PERSONNEL EVALUATION BOARD

I History

The forerunner of the Personnel Evaluation Board was known as the Agency Disposition Board and was established in January 1954, primarily for the purpose of considering employee cases involving serious psychiatric problems. It was determined at the outset that, due to the sensitive nature of the cases involved, the existence of this Board should not be publicized by Agency regulation. This line of reasoning has continued when the name of the Board was changed to Personnel Evaluation Board and the scope of its responsibilities broadened by DDCI directive dated 13 March 1964.

II Purpose

The Personnel Evaluation Board is responsible for advising the Director of Personnel on the most serious cases involving questions of suitability for Agency employment. The Board is not designed to relieve Agency supervisors of their inherent supervisory responsibility for evaluating work performance or on-the-job behavior of their employees, but is designed to consider and to advise the Director of Personnel on the handling of cases of general suitability and off-the-job conduct. The 13 March 1964 directive enjoined the Board, when requested by the Director of Personnel to do so, to consider not only cases involving doubt as to an employee's mental health, but also cases of suitability involving such problems as excessive indebtedness, unusual marital or domestic difficulties, excessive consumption of alcohol, and so forth.

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III Membership

The Personnel Evaluation Board is composed of the following: Chairman, Director of Personnel; permanent members, Director of Security and Chief, Medical Staff; temporary members, Head of the Career Service having jurisdiction over the employee or the former's designee and the Chief of the employee's office or Division, as appropriate; advisors, General Counsel and the Director of Finance. The Personnel Evaluation Board meets at the call of the Chairman.

IV Modus Operandi

Agency supervisors and officials are directed to bring to the attention of the Director of Personnel for review and, at his request, for consideration by the Board any and all employee cases which may come to their attention in which there is any question of suitability for continued Agency employment. After a careful consideration of the case, the Board normally advises the Director of Personnel as to a suggested course of action. Following the meeting, the Office of Personnel, through the Special Activities Staff, attempts to dispose of the case in a manner consistent with the course of action recommended by the Board and approved by the Director of Personnel. Such cases are normally resolved through resignation, termination or disability retirement.

V Statistics

In the first ten months of calendar year 1964 the Personnel Evaluation Board (or its predecessor) met 11 times and considered a total of ☐ cases. Of this number, ☐ resigned from the Agency, ☐ were retired for reasons of

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disability, ☐ were reassigned, and the remaining cases were suspended for further review.

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TAB C

OVERSEAS CANDIDATE REVIEW PANEL

I History

The Overseas Candidate Review Panel was originally established in 1957 by the Director of Personnel, and was then known as the Overseas Evaluation Panel. The Panel was initially charged with responsibility for reviewing questions of suitability for overseas assignment involving professional employees. In 1959 the Director of Personnel broadened the scope of the Panel to include clerical as well as professional candidates for overseas assignment. Effective 13 December 1961, the Panel was established on the basis of Agency Regulation and given the designation Overseas Candidate Review Panel. At that time its scope was further broadened to include all Agency employees proposed for overseas assignment regardless of office or Career Service having jurisdiction.

II Purpose

25X1 The purpose of the Panel is most concisely set forth in Headquarters Regulation "The overseas activities of the Agency are of such importance that every effort must be made to ensure that any questions regarding suitability of employees for assignment to those activities are resolved before assignment. All Agency elements sharing the responsibility for assigning employees to overseas activities must be diligent in determining employee suitability and to this end must cooperate and coordinate to the fullest extent possible. Information available to one element which, of itself, does not support a unilateral decision against overseas assignment

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may acquire significance when evaluated in connection with information possessed by other elements. Also, there may be considerations, such as those involving an employee's family, which may transcend the responsibility of the Career Service concerned and which must be carefully weighed to determine whether or not the degree of risk or expense to the Government, or the burden on the station or the overseas community can be justified."

III Membership

The Overseas Candidate Review Panel consists of members designated by the Director of Personnel, Director of Security, and Chief, Medical Staff. Representatives designated by the Deputy Directors may be invited to participate in Panel meetings when matters to be discussed warrant such consideration. The Panel member designated by the Office of Personnel serves as Chairman. The Panel meets weekly, usually in conjunction with the meetings of the Applicant Review Panel.

IV Modus Operandi

The files of employees nominated for overseas assignment are screened by the offices represented on the Panel and, if a question of suitability arises involving either the individual or his family which cannot be resolved unilaterally by one of the participating offices on the basis of information available to it, the case then is placed on the agenda for discussion. The Panel's recommendations are reported to the Director of Personnel, who is responsible for reviewing the findings and for informing the Head of the appropriate Career Service if he determines that a question exists about the suitability for an employee or his dependents for the proposed overseas assignment.

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V Statistics

During the first ten months of calendar year 1964 the files of [] candidates for overseas assignment were screened, and [] of these cases were presented for Panel review. Of the [] cases presented, the Panel recommended the approval of [] from a suitability point of view and the disapproval or withdrawal of [] such cases. As of the end of the reporting period, [] cases were temporarily deferred for further review.

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